



**Capacity Building for Environmental and Wildlife Policy
Implementation in Tanzania**

Work Plan
REVISED (December 2002)

Agreement # 623-A-00-01-00109-00 (USAID)

Submitted by:
WWF - US

To:
USAID

Location of the Project:

National coverage throughout Tanzania with an emphasis on SO2 target areas

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Principal Collaborators:

Wildlife Division of the Ministry of Natural Resources and Tourism & the Department of the Environment, Vice President's Office.

Project Duration:

24 months (September 2001 - August 2003)

Desired extension period: September 2003 – August 2004.

I. Project Summary

The Government of Tanzania has embarked on a process of policy reform that would lead to local communities having greater involvement and authority in the management of natural resources - including wildlife. The approach represents a significant modification to existing legal and structural relationships, requiring changes in laws and land use designations to accommodate greater local control.

The Government recognizes that decentralization - the devolution of governance and fiscal powers and responsibilities to lower levels of government and rural communities - would, on balance, be better for natural resources management and sustainable economic development. The Government recognizes that it has insufficient human and financial resources to manage resources that are becoming increasingly under threat from a growing population. The Government also understands that moving toward a new management process requires a systematic approach that includes building capacity of local governments and communities in resource management and defining the roles and relationships of local organizations vis-à-vis central government.

WWF has established a strong collaborative relationship with both the Wildlife Division of the Ministry of Natural Resources and Tourism and the Department of the Environment in the Office of the Vice President. Through this partnership WWF and the Government of Tanzania will implement a program that promotes policy development and capacity building at both centralized and decentralized levels for improved environmental management and sustainable development.

The wildlife sector policy objective is to foster the involvement of local communities in the management of wildlife through the establishment of Wildlife Management Areas (WMAs). WMAs represent a new category of multiple land use areas run by communities; the classification is catered for in the Wildlife Policy of Tanzania (WPT), 1998. The project will support the development and implementation of **pilot WMAs** in selected areas through direct intervention and in cooperation with other partners in the SO2 programme and GTZ, DANIDA and others.

To lend further support to Government efforts to the establishment of the WMAs the project will support the finalization of the development of WMA regulations that would provide the legal framework for the implementation of community-based conservation (CBC), especially under the decentralized approach. A two-stage approach will be adopted where, during the first stage, the project will support WD to implement a series of activities in preparation for the launching of the WMAs in early January 2003. These activities include preparation of WMA Guidelines that will be used alongside the WMA Regulations; Translation of the WMA Regulations and Guidelines into Kiswahili and production of several copies of the User-friendly manuals (or Tool Kits) for distribution to various stakeholders. Other activities are collection and analysis of baseline information from pilot WMA and the development of the Monitoring Indicators and Monitoring Plan. These will be followed by two training programmes to District technical Staff and District Authorities and donors (that support Wildlife Sector) on WMA Regulations and Guidelines to prepare them for the implementation of the WMAs.

The launching of WMAs will be preceded by sensitization workshop in which representatives from the pilot WMAs will gather to show some of the work that has been going on the pilot CBC areas and also to be trained on WMA Regulations and Guidelines. The launching of WMAs will then be made to usher in a new land use category that will be managed by local communities.

Several activities will be carried out in support of this policy process by putting in place the required tools and capacity building to Authorized Associations (AA) and communities in the pilot areas. The pilot WMAs will be operational for 3 years when an evaluation will be carried out before the practice is spread to other areas in the country. To be able to achieve this goal, the project will work closely with WD and other partners to prepare communities outside the WMAs for the eventual start of the WMAs. This would involve activities such as capacity building, sensitization of communities to form CBC activities and CBOs as well as land use planning and collection of baseline information.

The project will also continue to take part in the process to develop new Wildlife Conservation Act (1974) to replace existing legislation. Current legislation offers inadequate mechanisms to support community-run wildlife areas and does not give effect to the WPT. WWF will work closely with the Wildlife Division and its parent Ministry to facilitate a participatory process to develop legislation that will be enacted by Parliament to support the newly proposed conservation mechanisms. In this process the Government of Tanzania will receive financial and technical support from the German Government, through GTZ.

The Division of Environment's (DoE) objective is to have sufficient capacity to provide competent and timely expert advice to the government and to the public in general on matters pertaining to environment management. The aim is therefore to have an efficient institution that is capable of providing a framework within which the development process shall be taking place without compromising the sustainability of the environment. In addition, the Government is implementing the Local Government Reform programme, which among other issues seeks to provide more responsibility to local authorities to manage natural resources under their jurisdiction. WWF and the DoE will work collaboratively to design training programs for both DoE professional and support staff. It will also support training to District Authorities to form Environmental Management Committees at District and Village levels that will assume a greater responsibility for environmental management.

The cornerstone of the DoE's efforts under this project is the identification of economic instruments and fiscal policy to support the environment. Experts contracted by the project will work with the DoE to identify economic incentives that can be enacted that will lead to changed behaviour in support of the environment. The project will develop these incentives in coordination with other ministries (e.g. Ministry of Finance) and the broader stakeholder community. The draft economic instruments will be translated into law.

WWF together with WD and DoE have revised this work plan and WWF will provide technical assistance and seek synergies between the environmental and resource management objectives of its partners. Furthermore, WWF will draw on its extensive community based natural resource management policy and implementation experience

from Tanzania, Namibia and Zimbabwe to provide technical information and material that can be adapted to the Tanzanian context. The result will be the adoption of approaches that will lead to improved conservation of natural resources in Tanzania.

This Revised proposal is being submitted under the Leaders With Associates (LWA) agreement between the World Wildlife Fund (WWF-US) and USAID. Implementation will be focused in Global 200 habitats. The Global 200 are ecologically distinct areas that have been identified by WWF as having outstanding global ecological values. The Global 200 includes areas that are currently the target areas for WD. The DoE programme has a national coverage. USAID/Tanzania has received authorization from USAID/Global for the proposed activities to be implemented within the scope of the LWA programme (Leader with Associates Award Cooperative Agreement No. LAG-A-00-99-0048-00).

II. Proposal

A: Problem /Issues Statement

Since the mid-nineties the Government of Tanzania (GOT) has been working to establish environmental policies that will lead to environmental protection and greater resource conservation and more sustainable development. Many Government policies now support devolvement of responsibility for management of natural resources to decentralized levels of government and to communities. Efforts are now underway that will establish greater local participation in decisions regarding environmental protection, resource use, and wildlife management.

The fostering of these local efforts results from two forces – philosophical and practical. The GOT recognizes that available human and financial resources preclude its ability to effectively manage all natural resources and wildlife now under government control. Support from communities and local government is essential to meeting long-term conservation objectives. It is also recognized that people living in close proximity to wildlife and protected areas should participate fully in decisions regarding resource utilization and enjoy economic benefits accrued there from. The Government further recognizes that it must build the capacity within governmental agencies to provide competent and timely expert advice to the government and to the public in general, on matters pertaining to environmental management and sustainable resource utilization. The aim of this programme therefore, is to create efficient institutions and mechanisms within which the development process shall take place without compromising the sustainability of the environment.

In the wildlife sector the WD recognizes that decentralization - the devolution of governance and fiscal powers and responsibilities to lower levels of government and rural communities - would, on balance, be better for natural resources management and economic development. This is especially true given that neither the WD nor the government in general have the capacity or resources to ensure that management themselves. The WD aims to develop and Regulations and Guidelines for WMAs and revise the Wildlife Conservation Act (WCA) respectively, to reflect such a political and institutional commitment. WD will produce user-friendly versions (or a Tool Kit) of the Guidelines that will be simple and accessible to communities and used alongside the WMA Regulations. This programme will provide the resources to support these

reforms to enable the WD to evolve as an effective promoter and supporter of CBC and to also enable it to implement programmes for community empowerment with full legislative backup.

Research and discussions about the potential merits of CBC have been underway for many years. The findings from these researches and discussions have influenced decisions about the methodology and model of CBC to be followed in Tanzania. The project will support implementation of WMAs as an element of the CBC activities. In this process, the project will assist the evolution of resource management beyond the status quo in the direction of improved governance and changed power/control relationships – from the central government to local control. The project will actively engage a broad coalition of interests including community-based organizations, the private sector, local government and other members of civil society in this process

The project will support implementation of the WMAs in the **pilot phase** in selected areas however, it will also work in collaboration with other stakeholders to provide capacity building, awareness rising and to support establishment of appropriate infrastructure and mechanism in areas outside the pilot areas. The phasing of this process is critical because in the end, CBC (even in the form of WMAs) is about devolution of power, responsibility and accountability to local communities. During the initial pilot phase, the Government will continue to hold on certain aspects of decision making, whilst allowing the learning process to continue.

Outside the pilot areas capacity building will help prepare the communities ready for the establishment of WMAs. Largely, various aspects of CBC will have to continue in these areas while also; communities are preparing the necessary legislative and administrative structures for the implementation of CBC and WMAs. It is important to note that there are cultural complexities in every community. The more heterogeneous the community groupings are the more complex the issues surrounding the establishment of a WMA will be and the more time will be required to ensure that all stakeholders are fully aware and engaged in the process. The project recognizes these constraints and will work collaboratively with SO2 partners and the government to ensure effective implementation. It is important to capture these communities outside the pilot areas in order to ensure that they are not discouraged or feels left out and begins to engage in destructive use of natural resources.

In addition, the project will support the Ministry of Natural Resources and Tourism (MNR&T) sensitizes its staff both at the Headquarters and in the stations on the policy changes and on mechanisms for the implementation of the Ministry's strategic plan.

On general environmental issues the project will support DoE efforts to establish District and Village Environmental Management Committees and build their capacity. The project will support DoE efforts to create these committees and provide them with a role in support of more sustainable use of resources at the local level. The project will also support limited capacity building for the DoE staff to enable the office provide timely and effective support to the policy implementation.

Also, the project will support DoE's efforts to raise the awareness of the Members of Parliament and specifically, the Environmental Committee of the Parliament on pertinent issues that may require their intervention. DoE will also undertake the

preparation of economic tools that can be used to influence responsible management of the economy, whilst internalizing environmental costs. The strengthening of the Environmental Committees will help build the capacity of the committees to review economic development plans and have the capacity to comment on likely environmental effects, thereby better informing the entire planning process. Both WWF and the DoE recognize that this capacity building represents a long-term investment that may not yield early positive results. However, the project expects to build a framework for decentralized sustainable development planning that can be replicated over time.

B: Project Context

The project is implemented within the context of major policy and economic reforms that started in 1986. The Economic Recovery Programme (ERP) in 1986 and the Economic and Social Adjustment Programme (ESAP) of 1989 both aimed at addressing the social effects of the previous adjustment programmes by paying attention to social welfare issues. However little was achieved on the ground and from 1992 onwards, the government has been implementing the Rolling Plan and Forward Budgets (RPFB) in the on-going macroeconomic policy reforms.

Specifically the economic reform programmes aim to achieve the following results:

- Achieve and sustain macroeconomic stability;
- Create a strong and an efficient private sector, and minimize government's direct involvement in productive activities;
- Improve efficiency in public sector, especially the use of public resources;
- Achieve a sustainable development path;
- Combat poverty and improve the living standards of the people.

Numerous policy changes have evolved from the above. A major change, which has implications on this policy programme, is the revision of sector policies and the formulation of policies and strategies that addresses poverty. These include the adoption of the National Environmental Policy in 1997 and the Wildlife Policy of Tanzania in 1998 and several sector based policies. Also, the adoption policies that such as the Tanzania Vision 2025; the National Poverty Eradication Strategy in 1998; the Poverty Reduction Strategy Paper (PRSP) in 2000 and the implementation process, namely Poverty Reduction Strategy Process, which began in 2001 were important milestones in Tanzania's efforts towards poverty reduction and sustainable development.

Alongside these policy changes two major structural changes are also taking place. One is the Civil Service Reform Programme (CSRP). This is aimed at reducing the government pay roll by creating a small, efficient, effective and motivated labour force for the central government. The other structural reform is the Local Government Reform Programme (LGRP). The objective of this reform is to devolve and decentralize administrative and managerial functions to local authorities. These changes have also increased the role of the private sector and NGOs in economic activities and have major implications in the programme, especially in terms of capacity building and supporting efforts of the WD and DoE to implement government policies. The implementation of the Wildlife Policy and the National Environmental Policy must take into account these broader government policies and changes.

The adoption of the National Environmental Policy (NEP) in 1997 provides a framework for establishment and implementation of environmental policy in the country. It is within this policy framework of the NEP that environmental activities take place within the country and the Division of the Environment (DoE) is mandated to guide this process. The DoE, located within the Vice President's Office, is responsible for policy formulation and management, environmental coordination and monitoring and environmental planning. The DoE requires the resources to both promote and implement its programs. In this process the DoE will focus on environmental planning and management, especially related to the decentralization of environmental services, pollution prevention and control and environmental impact assessment (EIA). It will also focus on raising the awareness of the Members of Parliament on environmental economic tools that could be used to guide utilization of resources, as well as support District Councils to establish environmental committees.

The Wildlife Division (WD) of the Ministry of Natural Resources and Tourism (MNRT) faces similar challenges for implementation of its policy. The Wildlife Policy of Tanzania (WPT) of 1998 makes reference to the participation of local communities in wildlife conservation and management and spells out issues related to wildlife utilization. In 1999 the WD embarked on a process of preparing a framework to create Wildlife Management Areas (WMAs). The WPT established the mechanism for Community Based Conservation (CBC) but for a long time, the delay to approve the WMA Regulation has affected implementation of the policy. WD has indicated that this will now be done soon and therefore a number of activities will be implemented prior to the launching of WMAs and many other activities will be done after the launching of the WMAs.

The delay to implement the project has caused a revision of the work plan, which would also entail an extension beyond the planned end period of August 2003 to a proposed end period in August 2004 without additional cost.

C. Project Design and Implementation

The agreement for this project was awarded under the Leaders With Associates (LWA) agreement between the World Wildlife Fund (WWF-US) and USAID. USAID/Tanzania has received authorization from USAID/Global for the proposed activities to be implemented within the scope of the LWA program (Leader with Associates Award Cooperative Agreement No. LAG-A-00-99-0048-00).

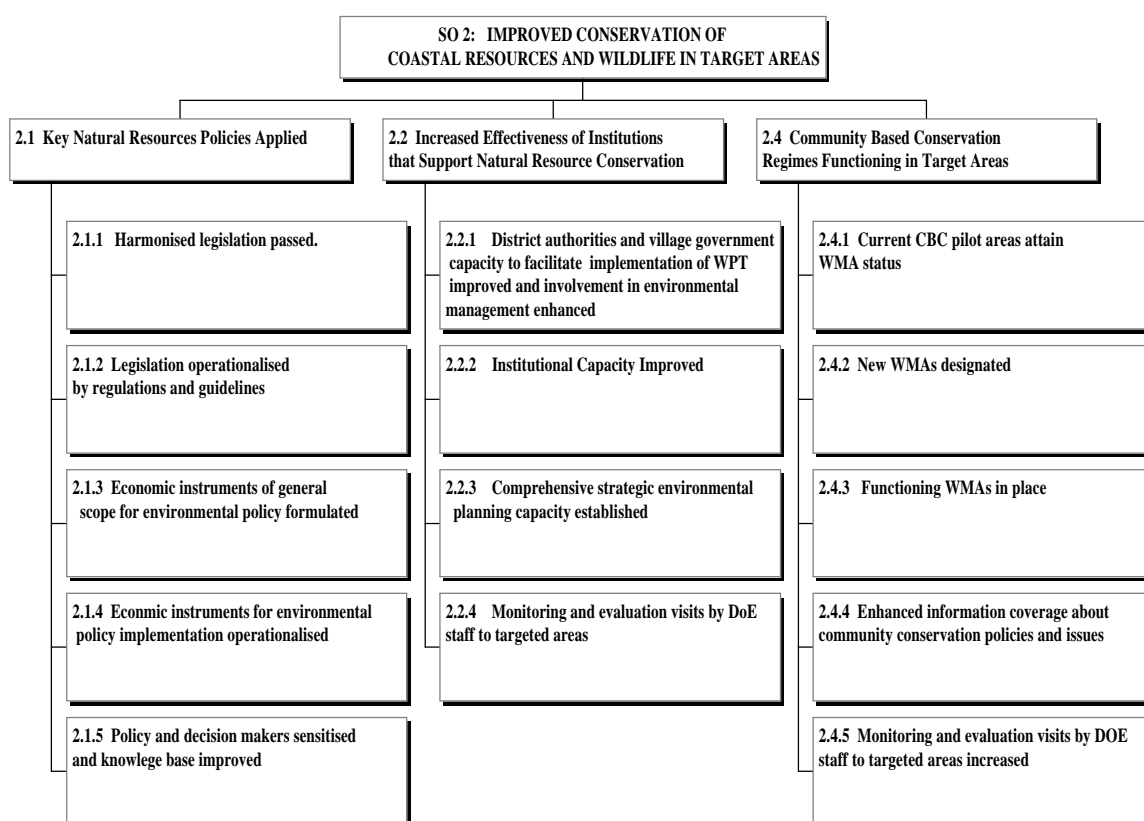
The project addresses the second USAID Strategic Objective: Improved Conservation of Natural Resources. It focuses on three Intermediate Results:

- 2.1 *Key Natural Resources Policies Applied,*
- 2.2 *Increased Effectiveness of Institutions that Support Natural Resource Conservation, and*
- 2.4 *Community Based Conservation Regimes Functioning in Target Areas.*

1. Project Results

The following framework outlines the results expected from this project. The results reflect what WWF, WD and DoE will achieve as outcomes of this project working in close collaboration with the rest of the partners. Some of the results reflect the specific activities of each organization while others are generic and embody overall program goals. Figure 1 presents the Results Framework, including the overarching Strategic Objective (SO2), those Intermediate Results addressed by the project (I.R. 2.1, 2.2, 2.4), and linked project results.

Figure 1. Results Framework for the Wildlife and Environment Policies Project



2. Strategy and Actions

The project intends to create a supportive climate for the implementation of environmental policies and establish precedence for active community participation in natural resources management in the country. Both of these represent significant steps in the evolution of Tanzania's approach to environmental management. The project will create a foundation for future actions in the environmental sector and will foster strategic decision making related to decentralized control and management of natural resources.

The project will adopt a two-tier approach in implementation of the Wildlife Policy objective of establishing WMAs. The first part will involve supporting activities in

preparation of the launching of the WMAs and the second part will be supporting activities for the launch and post launch period. The implementation of the Wildlife Policy and Environmental Policy will be as participatory and transparent and possible and efforts will be made to ensure that all stakeholders (government, NGOs/CBOs, private sector and the donors are involved in the process.

Intermediate Result 2.1 – Key Natural Resource Policies Applied

Under this intermediate result five specific results will be addressed by the project.

Result 2.1.1 Harmonized Legislation Passed

This result will be achieved in large as result of improved wildlife legislation that responds to the intentions outlined in the WPT, specifically modifying the Wildlife Conservation Act of 1974 so that it is more responsive to the goals and strategies outlined in the WPT. This result will be achieved through a series of consultative meetings and involvement of legal experts in drafting the initial proposed legislation. The project will not truck development in this aspect since it is wholly supported by GTZ however, the project will be involved as key stakeholder.

As part of the pre-launching activities, the project will continue to work closely with WD to ensure that the WMA Regulations are finalized and approved so that the follow on activities – i.e., post launching activities are implemented.

Result 2.1.2 Legislation Operationalised by Regulations and Guidelines

- Guidelines for implementation of WMAs
- Guidelines on Investment in the Wildlife Sector
- Guidelines for undertaking EIA prior to investment or extractive activities in wildlife areas
- Criteria for determining levels of acceptable change to the resource or the environment.
- Guidelines for dealing with wildlife meat and other products
- Guidelines and by-laws for natural resource utilization including trade in wildlife and wildlife products
- Regulations and Guidelines for Economic Instruments

WWF will work with MNRT and the Wildlife Division to prepare WMA Guidelines that will be read alongside the WMA Regulations. WWF will support the hiring of a consultant who will draft the Guidelines as well as support at least one workshop of key stakeholders to talk about the draft proposals. While WMA Guidelines will be prepared before the launching of WMAs,

several others guidelines will be implemented after the launching of WMAs. These include specific guidelines such as for investments in WMAs, for EIA, for determining levels of acceptable change/off-take. Others are guidelines for dealing in wildlife products and for preparing by-laws. A different set of Guidelines will be prepared for

implementation of Economic Instruments under DoE. In developing these guidelines the project will hire consultants in collaboration with WD and DoE. The consultants will work in collaboration with relevant agencies and other stakeholders. The developing of guidelines for utilization and investment in wildlife sector will receive significant attention. A stated objective of the WPT is the devolution of wildlife management responsibility to local communities. These guidelines will be important for establishing the relationship and authority between the government, private sector and civil society. Similarly, developing of Regulations and Guidelines for the Economic Instruments will be a significant step towards ensuring that the cost of environmental degradation is internalized in the production process.

Result 2.1.3 Economic Instruments of General Scope for Environmental Policy Formulated

This result focuses on efforts by the Division of Environment (DoE) to develop economic instruments that will contribute to improved environmental management and protection. Consultants will be hired to identify and propose economic instruments that could be used and contribute effectively to management of the environment. This process could contribute to and influence changes in the fiscal policies (including taxes) and lead to development of new fiscal policies that enhance the National Environmental Policy. The process involves research on existing economic instruments, consultation with stakeholders, preparation of thematic issues papers and communicating these to the wider public to build consensus and support. After the initial research and publication the project will organize stakeholder meetings to obtain comments that will lead to the drafting of refined economic instruments. These refined instruments will again be subjected to public scrutiny in national workshop so that there is sufficient support from all stakeholders. During this process the project consultants and representatives of DoE will consult with the Ministry of Finance and other sectoral ministries to get their support.

Once the draft economic instruments are prepared, DoE will prepare a Cabinet paper that will be submitted to the Cabinet Secretariat, which will then be sent to Inter Ministerial Committee and then to the Cabinet for Approval. After this process, a lawyer will be hired to prepare Regulations and guidelines that would ease the use of the economic instruments. The Regulations will go through the same approval process before they became law.

Result 2.1.4 Economic Instruments for Environmental Policy Implementation Operationalized

After approval, the project will work with the GOT to put these Regulations for Economic Instruments into effect. In order to give new instruments broad dissemination and explanation, the project will facilitate translation of the Regulations and Guidelines into Kiswahili and produce and 1,000 copies of the Kiswahili version for distribution to stakeholder groups.

Result 2.1.5 Policy and Decision-Makers Sensitized and Knowledge Base Improved

This result focuses on educating policy makers and the general public about environmental policy and regulations and focuses on both wildlife and general environmental issues. In the wildlife sector the result focuses on raising awareness about the Regulations and Guidelines for Wildlife Management Areas (WMAs) and their operation. The project will prepare and distribute flyers (3000 copies) about the WMA Regulations and Guidelines and their benefits to wildlife and society in general. Also and as part of the preparation for the launching of the WMAs, the project will support preparation and distribution of easy-to-understand user manuals that explain aspects of WMAs, the Regulations and Guidelines. This information will be in the form of a Tool Kit and provide guidance to communities interested in undertaking wildlife management. These manuals will be developed and printed for dissemination to stakeholder groups.

Another pre-launch activity will aim to provide training to District Staff (District Game Officers, District Forestry Officers, District Fisheries Officers, District Community Development Officers, District Natural Resources Offices from 10 districts that will be implementing pilot WMAs on WMA Monitoring Indicators and Plan as well as WMA Regulations and Guidelines. Similarly, training will be offered to District Authorities – District Commissioners and District Executive Directors from the same district so as to prepare them to provide guidance during the implementation of the pilot WMAs.

During the parliamentary session, Members of Parliament and Permanent Secretaries will be invited to attend seminars and workshops to learn about the WMA Regulations and Guidelines and the implementation process. Policy and decision makers will also become aware of the potential that the WMAs have for poverty alleviation in rural areas with wildlife resources.

In the general environment sector, the focus is on sensitizing Members of Parliament on environmental policy and strategies and on informing them about initiatives to promote use of economic tools for environmental management. The project will also organize a second field visit for Environmental Committee of the Parliament to the SO2 target areas to demonstrate responses that have been developed to specific environmental issues facing Tanzania today. This will take place in 2004.

As part of the overall project implementation, the program will assist the SO Team to organize two annual meetings and site visits for the Oversight Committee of the Strategic Objective Team (SOT). These visits and meetings will serve as feedback mechanisms to ensure that the SOT is getting sufficient policy guidance from the SO2 Oversight Committee for project implementation. One such visit and meeting will take place in 2002 and another one in 2003.

Intermediate Result 2.2 – Increased Effectiveness of Institutions that Support Natural Resources Conservation

Result 2.2.1 District Authorities and Village Government Capacity to Facilitate the Implementation of WPT Improved and Involvement in Environmental Management Enhanced

The project will assist WD to commission a consultant to design the information format for WMAs needed by the districts. This information format will be used for recording the activities of the Authorized Associations and WMAs in general. The information will be used in monitoring and evaluation of the WMAs and other CBC activities, and will form part of the tools for the Monitoring Plan.

Also as part of the post launching activities, the project will facilitate the establishment of Authorized Associations (AA) in the pilot WMAs and sensitize communities in areas outside the pilot WMAs to form Community Based Organization that would guide the process of CBC/CBNRM, which would possibly evolve into WMAs in the years to come.

Result 2.2.2 District Authorities and Village Government Capacity to facilitate the implementation of NEP improved and involvement in environmental management enhanced

The project recognizes the need to build capacity at local level; therefore it will support DoE efforts to sensitize local authorities to establish District and Village Environmental Management Committees (EMCs). Training seminars will be held for District Executives in May 2003. This will be the second training to this category of District staff. Two more training will be done in October 2003 and April 2004 for District technical Staff from the 38 Districts that are implementing the pilot phase of the Local Government Reform Programme. The training will focus on general aspects of NEP, Environmental Impact Assessment, Economic Instruments, Land Use Planning and formation of By-laws. Emphasis will be placed on the need to form Environmental Committees at District and Village levels. These aspects are important for enabling the Districts to mainstream environmental considerations in their decision-making processes.

The project will also facilitate Monitoring and Evaluation of the operationalization of the District and Village Environmental Committee in 4 selected districts by August 2003. This will also involve conducting awareness raising seminars on pertinent issues regarding the implementation of the NEP.

Result 2.2.3 Institutional Capacity improved

The project recognizes the need to building human capacity for better implementation of the NEP and timely advise to the public. The project will therefore support human capacity development initiatives of the DoE by supporting training of its staff in short to medium term specialized courses. The courses will possibly be offered locally and abroad and will be on Policy Analysis (one person), Project Planning and Management (two people); Environmental Planning and Management (one person); EIA (one person), Secretarial course and Management Development (one person). Other courses

are Secretarial course stage 11 (one person) and basic computer course (10 persons). Through this capacity building, the project will assist the DoE to increase its operational and outreach efficiency. This will also involve the purchasing of environmental documentaries, books and other information to support educational/outreach efforts and to improve a resource library for environmental professionals.

The project will also facilitate the operation of the USAID Strategic Objective Team (SOT) by facilitating communication and travel of the Chairperson. Through this support the SOT chairperson will be able to better convene meetings and support discussion. In addition, the project will support the activities of the Steering Committee of the SO2 programme to meet and visit project sites. Further support will be provided to staff of the Government of Tanzania to attend SOT and Retreat meetings and CBC working group meetings.

Result 2.2.4. Operationalization of the MNR&T Strategic Plan

The project will assist the Ministry of Natural Resources and Tourism to raise the awareness of its staff with regard to the Ministry's Strategic Plan. This will be in the form of a workshop where staff from the MNR&T will be sensitized so as to ensure effective implementation of the Plan. All senior staff from the Ministry and the associated departments and institute will attend the workshop, which is planned to take place in 2003.

Intermediate Result – 2.4 Community Based Conservation Regimes Functioning in Target Areas

This intermediate result is the main focus of the program. The IR seeks to translate policy into practice and supports a range of activities that would lead to greater participation of communities and decentralized institutions in the management of natural resources and wildlife in Tanzania. Some of the activities will be done to support activities in preparation for the launching of WMAs while the rest will be for the operationalization of the WMA concept in the pilot areas. Also, some of the activities will be directed to areas outside the pilot WMAs (or CBC areas). This is important in order to ensure that communities outside the pilot WMAs are not discouraged or begin to feel left out and hence become destructive to the natural resources. In addition sensitization and awareness raising in areas outside the pilot areas will be undertaken in order to support efforts to eradicate poverty and to prepare those communities should they move towards establishing WMAs in future.

The WMA concept offers communities an opportunity to make better use of their natural resources, habitats and species for increased economic benefit, providing them with authority and responsibility for managing such areas. As a result communities will exercise rights and management responsibilities over land and natural resources in their jurisdictions. The WMA concept is an “advanced” stage of CBC where communities will have full responsibilities and authority to manage natural resources and wildlife in their area however; it is not the only form of CBC that is practiced in Tanzania. Therefore, the project will continue to facilitate and promote other forms of CBCs, and particularly those that are based on collaboration with government

institutions for the purpose of building the capacity of the communities to move gradually to a stage where responsibilities will be fully devolved to them.

Result 2.4.1 Current CBC Pilot Areas Attain WMA Status

WWF will collaborate with various partners (e.g. WD, Africare, AWF, TANAPA) to facilitate the establishment and implementation of pilot WMAs from the CBC projects have been on going. There will be two types of activities under this IR. First those that are focusing at the pre-WMA launching phase and second, the post-WMA launching phase.

The pre-WMA launching activities would result in the following:

- WMA Guidelines prepared and translated into Kiswahili. These are Guidelines that should be read alongside the WMA Regulations
- WMA Regulations translated into Kiswahili
- User-friendly manuals or Tool Kits prepared and translated into Kiswahili. The Tool Kit or user-friendly manual will be a simple easy to use guide that will describe the various stages and regulations that communities need to follow when establishing WMAs.
- Baseline information from the pilot WMA collected and analyzed. This will also include designing a data collection sheet that will permit the compilation of information on the status and trends in ecological, economic and socio-political parameters that will form part of the monitoring tool.
- Monitoring indicators and monitoring plans from the pilot WMA prepared and approved by communities
- Monitoring Indicators and Monitoring Plans from the entire pilot WMAs consolidated into a single document and approved.
- District Staff and technical officers from the pilot WMAs and CBC project staff trained in Monitoring Indicators and Monitoring Plan for the WMAs. The plan is to train about 80 staffs from at least 15 pilot WMAs to be drawn from the existing CBC areas. The staffs to be involved are the all the District technical staffs (Lands, Forestry, Game, Fisheries, Community Development, Planning and Beekeeping). Others area staffs from the projects that have been supporting CBC. This training is aimed at equipping those staffs with skills to monitor the implementation of the WMAs.
- District Authorities (District Commissioners, District Development Directors and donors sensitized and trained in Monitoring Indicators and Monitoring Plan for the WMAs. This training is aimed at raising the awareness of the districts authorities on the monitoring and monitoring indicators for the WMAs.

With the exception of the training to District Authorities, the WD is expecting to have the rest of the above results achieved before the launching of WMAs, which is planned to take place in January 2003. The training of District Authorities is planned to be complete by June 2003. However, the launching of the WMAs, which is a political process, is not dependent upon having Guidelines, Regulations and Monitoring Plans in place. Preparation of Monitoring Plans would require more time since rushing having them would compromise their quality and jeopardize their usefulness.

The project will also support the launching of the WMAs. The WD plans a number of activities that will results in the following outcome:

- A one-day workshop to sensitize community members from the pilot WMAs on WMA Regulations, Guidelines and Monitoring Plans is held. The workshop will be attended by at least 120 people and held in January 2003.
- WMA launched
- WMA activities from the pilot areas exhibited and visited by the Minister, MNT&T and all invited members of the community and donors
- WMA Regulations and Documents officially released to the public.

The above processes will set in motion the implementation of WMAs in current CBC areas. However, this will not lead to immediate attainment of WMA status in these areas, since considerable time will be needed as communities gain the experience. The project will support following activities leading to the achievement of this goal.

- Facilitate the DGOs from the pilot WMA fill in information data sheets that would provide baseline information about the area
- Sensitize villagers to form CBOs/WMAs. This will target areas where CBOs have not been formed and also assess those that are in place already. The formation of the CBOs is a necessary condition for the formation of Authorized Association (AAs) that will be managing the WMAs on behalf of the communities. The CBOs in question are institutions such as JUKUMU in Morogoro and MBOMIPA in Iringa.
- The project will also support drafting, printing and distribution of 15 CBO Constitutions. These are important tools that would define the functions, roles, responsibilities, boundaries and members of the CBOs. It is also important to have such tools since some CBOs may cut across several villages and perhaps even districts boundaries.
- The project will support 2 resource inventories in WMAs. These will complement the assessment of baseline information prior to the establishment of the WMAs. The resource inventory will be a comprehensive exercise to determine the status of the resources.
- Similarly, the project will facilitate survey, demarcation and registration of the WMAs and support preparation of the Land Use Plans for each of the WMAs
- The project will also facilitate preparation of 15 General Management Plans (GMPs)/ Resource Management Zone Plans for the pilot WMAs. The resource inventory activity will feed into the preparation of the GMPs.
- The project will also support a needs assessment for the training of the Authorized Associations (AAs) that will be formed from the CBOs. The AAs will be responsible for the day-day management of the WMAs and will enter into management agreement with the villages. The personnel in the AA need capacity building to enable them manage the WMAs as business venture. Thus it is important to establish what type of training will be needed to such groups.
- Once identified, the project will engage a consultant to prepare a syllabus for the AA training and facilitate the training of 3 AA staffs from the 15 pilot WMAs.

Result 2.4.2 Awareness of WMAs to communities outside pilot WMAs rose

This result will lead to increased conservation efforts and establishment of new WMAs in the country. This process involves the following steps:

- Assessment of resources in the areas that have potential to develop CBC and later WMAs and completion of information data sheets;
- Convening of meetings with District Authorities and villages to increase awareness about CBCs and WMAs (most likely the first target areas would be along the coast and in area that are close to National Parks and Forest Reserve and the numerous fishing communities);
- Facilitation of formation of CBC activities and;
- Preparation of land use plans;
- Facilitate assessment of CBC activities in the new areas in terms of poverty reduction, economic growth, good governance and conservation of natural resources. This assessment will help determine the status of the area and if it can move gradually to formation of WMA
- Facilitation of meetings with communities leading to the establishment of CBOs and registration and later formation AAs and AA constitutions; and
- Preparation of general management plans for prospective WMAs selected for establishment;
- Facilitate the establishment of WMAs in new areas

Result 2.4.3 Functioning AAs in Place

Activities under this result seek to institutionalize the AA process and build support for implementation of a Community Based Conservation program. The project will facilitate the creation of an information exchange network on community conservation that will involve the AAs and other CBC actors. The project will also support the convening of annual meetings for the AAs to exchange ideas and information. The project will support work with GreenCom, other donors (e.g., GTZ and DANIDA) and WD to ensure that coverage about WMAs exists in the popular media and will promote launching of an inter-AA newsletter.

The project will also support implementation of activities that will become institutionalized within the WMA system. Included in these activities is training to AAs various aspects including how to determine levels of off take, business skills, contract negotiations and dispute settlements, quota setting.

Results 2.4.4. Monitoring of WMA in pilot areas enhanced and lessons learned widely disseminated.

The project will support WD conduct monitoring of the WMA operations in the pilot areas for a period of 4 years. This monitoring will be important and shed more information on the future of WMAs from the pilot phase to a full-fledged development initiative. In this respect, the project will facilitate WD obtain information technology facilities such as 2 desktop computers, 2 laptop computers, 2 printers, one photocopier, and 10 GPSs. Also, the project will support stocktaking exercise that will be done in year four since the start of the WMAs and widely distribute the lessons learned in order to share experiences. The project will support the availability of reputable

consultants from within and outside Tanzania who will undertake the stocktaking exercise in collaboration with WD and all stakeholders and workshop to discuss the findings and propose way forward.

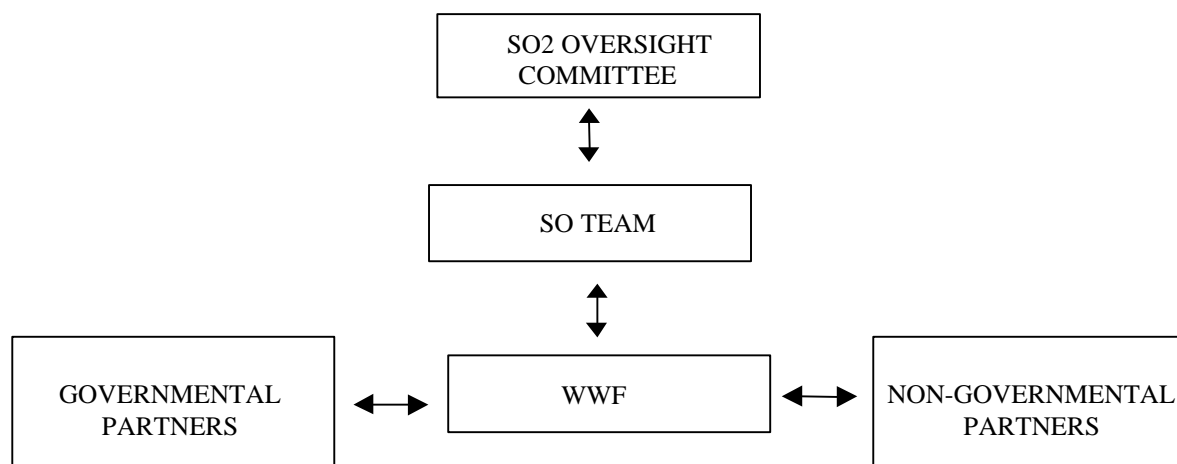
Result 2.4.5 Enhanced Information Coverage About Community Conservation Issues and Policies

This result will focus on DoE efforts to increase access to conservation information throughout the country and enhance environmental awareness at all levels of society. The project will support DoE's efforts to update and translate into Kiswahili the *National Environment Action Plan (NEAP)* taking into account various conventions. In addition, the DoE will disseminate 10,000 copies of the documents throughout Tanzania. This activity is expected to be complete by June 2004.

2b. Program Structure and Role of Partners

Figure 2 depicts the program structure for this project. Under this structure the Strategic Objective Team provides overall project guidance. WWF plays a coordination and facilitation role with its two implementing partners, the Wildlife Division and the Division of Environment.

Figure 2. Program Structure



Role of Partners

The project is managed by WWF/ Tanzania as part of its efforts to promote conservation and sustainable development through policy initiatives and greater local participation. The role of WWF is one of coordination. WWF maintains the vision of the project and helps keep it focused on achieving the project results. WWF will be responsible for project disbursement, program coordination, and facilitating work planning, target setting and monitoring and evaluation. WWF will act as the primary liaison between the SOT leader and the Natural Resources Team Leader within USAID.

In addition to government partners and non-governmental partners such as the Division of Environment, the Wildlife Division, TANAPA (Tanzania National Parks), the Tanzania Coastal Management Partnership (TCMP), AWF (African Wildlife Foundation), AFRICARE, and GreenCom, foreign assistance organizations (primarily GTZ and DANIDA) will be involved with the support and implementation of this project. WWF ensures that all the partners are pulling together through SOT meetings, partnership retreats, and working group meetings. WWF also coordinates with other SO2 partners to ensure that all SO2 CBC activities are contributing to overall SO2 objectives. Government partners contribute the human resources to participate in the programme while WWF promotes and funds active partnership participation. WWF supports the activities of the CBC management regime working group (CBC MRWG) events, partnership retreats and technical assistance and workshop training on cross-cutting issues – those that expand beyond the defined responsibilities of either of the partner organizations.

The Ministry of Natural Resources (MNRT/WD) is the implementing agency for issues related to wildlife policy and the establishment of the Wildlife Management Areas. On general environmental policy, regulatory and decentralized environmental management issues, the Division of Environment (DoE) leads. The DoE provides its technical staff and resources and works closely with consultants hired by the project.

2c. Gender Issues

Both the WD and the DoE provide a supportive policy context to ensure that there is effective participation of all gender and groups in decision-making processes, particularly at the community level. In the wildlife sector the Wildlife Policy of Tanzania (WPT) contains provisions (3.3.11) that recognize the role of women in natural resource conservation including the need/right for them to participate and benefit from the conservation of resources. It goes further and lays out strategies related to addressing women and children's issues. This recognition of vulnerable groups is also encapsulated in the WMA guidelines. Methodologies of empowering women include involving them in training, land use planning and governance issues related to WMAs.

The Government recognizes that benefits to women and other vulnerable social groups will come from increased incomes and improved equity in the rural sector. This project will lay the foundation for income opportunities related to greater local control of resources and long-term management of valuable resources. Investments in the WMAs could contribute to increased income to individuals and to village governments. Linking improved management of natural resources to women's income through promotion of resource-related enterprises is an area that the project will address through the various workshops and stakeholder consultations.

2d. Outputs and Products

This project will make a significant contribution to the development and implementation of environmental policy and resource management strategies in Tanzania. Table 1 lists the significant outputs that will be contributed by the project. Community participation in wildlife management in the WPT hinges largely (though by no means exclusively) on the proposed creation of community-run Wildlife

Management Area. This is what the pilot projects are attempting to achieve, and the Regulations and Guidelines developed, as part of this project will provide a significant direction on how WMAs should be established and managed.

This devolution of authority to local communities represents an evolutionary process in resource management in the country. A significant project output will be the forging of collaborative mechanisms and development of the institutional commitments needed to ensure lasting success.

Table 1. Significant Project Outputs

Result	Outputs
2.1 Key Natural Resource Policies Applied	
2.1.1. Harmonized legislation passed	<ul style="list-style-type: none"> WMA Regulations and Guidelines that defines processes and legislative framework are approved in December 2002 Revised Wildlife Conservation Bill sent to Parliament for approval in 2004.
2.1.2. Legislation operationalised by regulations and guidelines	<ul style="list-style-type: none"> Guidelines and criteria established: for investment in the wildlife sector; for EIA requirements for WMAs, for determining levels of acceptable off-take; for dealing with wildlife meat and products and for regulation of resource utilization and trade in wildlife; and for Economic Instruments.
2.1.3. Economic instruments of general scope for environmental policy formulated	<ul style="list-style-type: none"> Environmentally favorable economic instruments identified, drafted and approved; Guidelines for Economic Instruments drafted and approved Regulations in support of Economic Instruments drafted and approved Economic instruments published and disseminated for implementation.
2.1.4. Economic instruments for environmental policy implementation Operationalised	<ul style="list-style-type: none"> Regulations and Guidelines for Economic instruments translated into Kiswahili and available for public use. Instruments disseminated to the public.
2.1.5. Policy and decision makers sensitized and knowledge base improved	<ul style="list-style-type: none"> Members of Parliament sensitized on environmental and wildlife policies (on Regulations and Guidelines for WMAs and Economic Instruments) Parliamentary Committee on Environment and Steering Committee visits program sites and are supportive of SO2 program. Flyers on wildlife policy developed and distributed. User-friendly manuals (Tool Kit) explaining the wildlife policy and legislation developed, printed and distributed. District technical teams and Authorities trained in WMA Regulations and Guidelines; Monitoring Plan for WMAs; Regulations and Guidelines for Economic Instruments.
2.2 Increased Effectiveness of Institutions that Support Natural Resources Conservation	
2.2.1. District Authorities and Village Government capacity to facilitate the implementation of WPT improved and involvement in environmental management enhanced.	<ul style="list-style-type: none"> WMA information format needed by the districts designed. Communities in current CBC areas sensitized to form AAs Communities outside pilot WMA sensitized to establish CBC activities
2.2.2. District Authorities and Village Government capacity to facilitate the implementation of NEP improved and involvement in environmental management	<ul style="list-style-type: none"> District Environmental Management Committees established and trained District Staff trained in EIA, Land Use Planning, Environmental Economics, preparation of by-laws

enhanced.	<ul style="list-style-type: none"> Monitoring and Evaluation of the effectiveness of District and Village Environmental Committee carried out ad reports prepared
2.2.3. Institutional capacity improved	<ul style="list-style-type: none"> DoE staff trained in various aspects (including policy analysis, project planning, EIA and secretarial) DoE library expanded SO2 program coordinated effectively
2.2.4. MNR&T Strategic Plan operationalised	<ul style="list-style-type: none"> More focused and coordinated planning effort in place that better responds to environmental processes. Active stakeholder participation promoted in the planning process.
2.4 Community Based Conservation Regimes Functioning in Target Areas	
2.4.1: Current CBC pilot areas attain WMA status	<ul style="list-style-type: none"> Baseline information from pilot WMAs collected and analyzed Monitoring Indicators and Monitoring Plans from the pilot WMAs prepared and a single Monitoring Indicator ad Monitoring Plan document prepared and approved. District Staff, District Authorities and donors sensitized on Monitoring Indicators and Monitoring Plans A one day Workshop for all stakeholders from pilot WMAs WMAs formally launched and WMA Regulations and Guidelines officially released to public Information data sheets from pilot WMA filled by DGOs Sensitize communities to form CBOs in pilot WMAs 15 CBO Constitution drafted, translated and distributed 2 Resource inventories in WMAs carried out Survey, demarcation and land use prepared in pilot WMAs Needs assessment for AAs training carried out Syllabus for the training of AAs prepared AA staffs in pilot WMAs trained 15 GMPs for pilot WMAs prepared
2.4.2 Awareness of WMAs to communities outside pilot WMAs raised	<ul style="list-style-type: none"> Meetings with District and Villagers to increase awareness on CBC and WMA held Inventories of resources in the potential CBC/WMA areas prepared CBC in potential CBC/WMAs formed Land use plans prepared Meetings for establishment of CBO held 4 GMPs prepared Meetings for establishment of WMAs held and communities sensitized
2.4.3 Functioning AA in Place	<ul style="list-style-type: none"> Information exchange network for AA formed and functioning Newsletter for AAs formed and working Annual meetings for AAs takes place and proceedings widely circulated among stakeholders Coverage on WMAs in popular media enhanced Training to AA on off-take levels, business skills, contract arrangements, marketing, quota setting etc offered
2.4.4 Monitoring of WMAs in pilot areas enhanced and lessons learned widely disseminated	<ul style="list-style-type: none"> Monitoring of WMA activities in pilot areas conducted Equipment for Monitoring and evaluation provided to WD (e.g., computers, photocopier and GPSs) Stocktaking of WMA activities conducted in the fifth years since inception
2.4.5 Enhanced Information Coverage about community Conservation Issues and Policies	<ul style="list-style-type: none"> National Environmental Action Plan updated and translated into Kiswahili and distributed to various stakeholders

D. Environmental Compliance

Most of the activities supported by this project - training, workshops, documentation, studies and policy development - will have no negative environmental impact and will, in fact, be environmentally positive. However, some activities will require environmental screening for which WWF and our partners have been trained.

In the capacity building at the District level, training on Environmental Impact Assessment will be given alongside other aspects. Since these instruments will be designed as environmentally beneficial, impacts are expected to be generally positive.

Development of general management plans for the Wildlife Management Areas need to pay close attention to environmental factors. Environmental assessment should be built directly into the management planning process and specific activities should automatically trigger an environmental review or assessment. WWF will strive to ensure that all relevant environmental issues receive attention during the planning and implementation processes.

E. Performance Monitoring and Evaluation

Appendix 1 below presents the overall progress indicators that can be used in the monitoring and evaluation programme to determine if the project is on track. These indicators demonstrate progress toward achieving intermediate results. The project will monitor and evaluate the project progress on a quarterly and bi-annual basis and conduct an end of project evaluation. Monitoring will be done following SO2 results framework and monitoring guidelines (Performance Monitoring Plan – PMP for SO2 and CBCMRWG – PMP), and address the indicators outlined below.

Table 2 offers a list of illustrative indicators that could be utilized in assessing the impact of the project. Assessing these broader impact indicators may only be possible at the end of the project (during the evaluation) or after the various programs have been in progress for some time.

Table 2. Impact Indicators for the Project

- | |
|---|
| <ul style="list-style-type: none"> • Guidelines and regulations of WMAs approved and implemented in 2003 • WMAs established • Regulations and Guidelines for Economic instruments approved and applied in 2003 • Number of WMAs established. • Changes in socio-economic status of communities with WMA management responsibility. • Changes in wildlife population numbers in areas where WMAs are in existence. • Change in the value of benefits derived from natural resource utilization by local communities. • Number of decentralized institutions and local government with control over environmental management policy, programming and decision-making, including established and functioning Environmental Committees • Number of NGOs/CBOs/Institutions with at least highest score in assessment areas (e.g., profiles, oversight vision, management resources, human resources, financial resources, management profile) • Number of men and women trained from targeted institutions • Level of environmental knowledge and awareness at the local government and community level as reflected in plans, programmes and institutional set up • Percentage of targeted communities with functioning Natural Resource/Environmental Committees, Community Forest Reserve or Joint Forest Reserve. • Percentage of communities with operational Small Micro Enterprises (SME) or Community Based Ventures (CBVs) |
|---|

Appendix 1. Progress Monitoring Plan

Results	Activities	Indicator	Means of verification	Assumption
IR: 2.1: Key Natural Resource Policies Applied				
2.1.1: Harmonized Legislation Passed (Wildlife Division)	2.1.1.1. Conduct one-day workshop for wildlife sector staff to get views on WMAs.	Meetings held by November 2002	Draft WMA Regulations	The ministry will respond to the meeting request
	2.1.1.2. Incorporate views from the workshop participants into the draft WMA Regulations.	Meeting held for this work by November 2002	Draft WMA Regulations	
	2.1.1.3. Submit revised version of draft WMA Regulations to AG-Chambers.	Document submitted by November 2002	Draft WMA Regulations	
	2.1.1.4 AG-Chambers returns final version to MNRT for signing	Document returned to MNRT	Draft WMA Regulations	
2.1.2. Legislation Operationalised by Regulations and Guidelines (Wildlife Division)	2.1.2.1. Develop Guidelines for WMA.	Guidelines for WMAs prepared and approved and ready for use by November 2002	WMA Guidelines	
	2.1.2.2. Translate WMA Guidelines and WMA Regulations into Kiswahili	Kiswahili version of WMA Guidelines prepared, approved and 150 copies produced ready for use by December 2003	500 copies Kiswahili version of WMA Guidelines	
	2.1.2.3. Develop guidelines for investment in wildlife sector.	Guidelines for Investment in the Wildlife Sector completed and approved by March 2003	MNRT & WD, Technical reports	
	2.1.2.4. Develop guidelines for undertaking EIA prior to mining and investment in wildlife areas.	Guidelines for undertaking EIA in wildlife areas completed and approved by June 2003	MNRT & WD, Technical reports	
	2.1.2.5. Develop criteria for determining levels of acceptable change to the resource/environment	Criteria for determining levels of acceptable change to the environment completed and approved by July 2003	MNRT & WD, Technical reports	
	2.1.2.6. Develop guidelines for dealing in wildlife meat and other products.	Guidelines for dealing in wildlife meat and other products completed and approved by July 2003	MNRT & WD, Technical reports	
	2.1.2.7. Support development of by laws of natural resources utilization including trading on wildlife and its products by rural communities in pilot WMAs.	Natural resources utilization and trading in wildlife by laws completed and approved by August 2003.	Targeted WMAs, WD, Technical reports	

Results	Activities	Indicator	Means of verification	Assumption
2.1.3 Economic Instruments of general scope for environmental policy formulated (Division of Environment)	2.1.3.1 Determine appropriate Economic Instruments (a) Identify potential Economic Instruments of general scope; (b) Define the scope of each Economic Instrument; (c) Prepare thematic issues for each economic instrument; (d) Conduct consultative meetings on thematic issues; (e) Draft Economic Instruments; (f) Undertake sectoral consultative workshops on Economic Instruments; (g) Review drafts of Economic Instruments;	Economic Instruments identified and vetted with Government, private sector and civil society through workshops (a-g to be complete by May 2003)	Instruments accepted and put into place	Appropriate instruments identified and support will be available from public and private sectors
	2.1.3.2 Conduct national workshops to consider drafts of the Economic Instrument and a) Finalize drafting of the Economic Instruments b) Prepare Regulations for Economic Instruments c) Prepare Cabinet paper for Regulations for EI d) Prepare Guidelines for Economic Instruments	Draft Economic Instruments approved by VPO by June 2003 and activities b-d complete by September 2003		
	2.1.3.3. Facilitate approval of Regulations for Economic Instruments	Regulations for Economic Instruments approved by Cabinet by November 2003		
	2.1.3.4. Produce copies of Regulations and Guidelines for Economic Instruments (English version);	1000 copies of Regulations and Guidelines for Economic instruments (English version) produced by December 2003		
2.1.4 Economic Instruments for Environmental Policy Implementation Operationalised (Department of Environment)	2.1.4.1. Translating Regulations and Guidelines of Economic instruments into Kiswahili	1000 copies of Regulations and Guidelines for Economic Instruments translated into Kiswahili by January 2004		
	2.1.4.2. Producing copies of Economic Instruments (Kiswahili version)	1000 copies of (Kiswahili version) of Regulations and Guidelines for Economic instruments produced by January 2004		
	2.1.4.3. Disseminating Economic Instruments to local Authorities and other stakeholders	# Of Ministries, Districts and villages adopting and applying Economic instruments by August 2004		
2.1.5 Policy and Decision makers Sensitized and Knowledge base Improved (WD and Dep. of Environment)	2.1.5.1. Prepare and distribute targeted flyers and pamphlets (3000 copies) on WMA regulations and Guidelines	# Flyers and pamphlets distributed by August 2003	Technical reports	

Results	Activities	Indicator	Means of verification	Assumption
2.1.5 Policy and Decision makers Sensitized and Knowledge base Improved (WD and Dep. of Environment)	2.1.5.2. Conduct two seminars/workshops for MPs and PSs during parliament session (350 people) on Regulations and Guidelines for WMAs and Economic Instruments	2 Workshops for MPs and PSs on Regulations and Guidelines for WMAs and Economic Instruments held by November 2003 and March 2004	Technical reports	Time allocated for workshops
	2.1.5.3. Conduct training seminars on WMA Regulations, Guidelines, Monitoring Indicators and Plans for all District Authorities and technical staffs in all pilot districts	Training seminars for District authorities held by April 2003	Technical reports	
	2.1.5.4. Prepare and distribute WMA user friendly manuals or Tool Kits to Districts, key donors, ministries and villages	WMA user friendly manuals or Tool Kits prepared and distributed by June 2003	Technical reports & WD	
	2.1.5.5. Raise awareness of Parliamentary Committee on Environment and other Members of Parliament on Regulations and Guidelines for environment and economic instruments	1 awareness raising workshop undertaken for the Members of Parliament including Parliamentary Committee of Environment by August 2003		
	2.1.5.6 Undertake site visits for Parliamentary Committee on Environment to target areas	One visit made by the Parliamentary Committee on Environment to target areas by April 2004		
	2.1.5.7 District staffs and District Authorities from 10 districts implementing pilot WMAs trained in WMA Regulations and Guidelines and Monitoring Plans and Indicators	Two training sessions for District Staffs and Authorities on WMA Regulations, Guidelines and Monitoring Plans conducted by June 2003	Training reports	WD will provide names of proposed sites for WMA to enable data collection well in advance
	2.1.5.8 Site visit and annual meeting for the Steering Committee of the S02	2 Site visit and annual meeting held by November 2002 and August 2003	Minutes and Trip report	

Results	Activities	Indicator	Means of verification	Assumption
IR: 2.2 Increased Effectiveness of Institutions that Support Natural Resources Conservation				
2.2.1. District Authorities and Village Government capacity to facilitate the implementation of WPT improved and involvement in environmental management enhanced. (Wildlife Division)	2.2.1.1. Commission a consultant to work with WD staff to design WMAs information format needed by the districts	Consultant engaged and WMA information formats developed by April 2003	Technical reports, WD	
	2.2.1.2. Train DGOs from pilot WMA districts on how to fill-in the information forms	Training for DGOs held by June 2003	Technical reports	
	2.2.1.3. Communities in current CBC areas sensitized to establish Authorized Associations	Communities in current CBC areas (to be pilot WMAs) form AAs by June 2003	Technical reports	
	2.2.1.4. Communities outside pilot WMAs but with potential natural resources suitable for WMAs sensitized to establish CBC activities a) Sensitization work is carried out b) Resource assessment carried out in potential areas c) CBC activities established	Sensitization activities done, resource assessment carried out, CBC activities established in areas outside pilot WMAs and monitoring and capacity building continued in preparation for starting WMAs. Activity to continue until August 2005	Technical report, minutes and # of communities with functional CBC activities (including SME, CBV)	WD would continue with this policy goal through stocktaking of pilot WMAs in 2005
2.2.2. District Authorities and Village Gov. capacity to facilitate implementation of NEP improved and involvement in env. man. Enhanced (Div. of Env.)	2.2.2.1. Produce workshop materials (Swahili version): National Environment Policy, Land use Planning Manual, By-laws Preparation Manual, Environmental Impact Assessment Teaching Manual and Environmental Economics Teaching Manual	300 copies for each type of workshop material produced by February 2003 ready for the workshops # of districts and villages adopting Land Use Planning, By-laws, EIA training manuals and Environmental Economics guidelines and fully involved in environmental management by July 2003	Materials Produced and available for Dissemination	

Results	Activities	Indicator	Means of verification	Assumption
	2.2.2.2. Undertake 4 training workshops for local authorities for the formulation of Environmental Management Committees at District and Village levels a) Two training workshops to District Executives b) Two training workshops to other technical staff	a) First training workshop to District Executives by November 2002 b) Second training to District executives by May 2003 c) First training to technical staff by October 2003 d) Second training to technical staff by April 2004	Training done and Workshop Reports widely disseminated and Env. Committees established and functioning	
	2.2.2.3. Undertake Monitoring and Evaluation of the effectiveness of District and Village Env. Committees in 4 selected Districts	Monitoring takes place on continuous basis by getting report from the pilot districts. Evaluation is conducted by November 2003	Monitoring and Evaluation Reports, and Minutes of the Env. Committee meetings to DoE.	
2.2.3. Institutional Capacity Improved	2.2.3.1 Train DoE support staff in various skills as part of institutional strengthening work. a) 10 DoE staffs trained in Basic computer course b) 1 DoE staff trained in Policy Analysis, 1 in Environmental Plan& Management; 2 in Project Planning and Management; 1 in EIA, 1 in Secretarial Course	a) 10 staffs trained in Basic computer course by June 2003 b) Staffs to be trained by June 2004	Training certificates	
	2.2.3.2. Purchase of TV documentary/programmes and books on environment	TV documentaries/ programmes and books on environment purchased and used on TV	Receipts of purchased items	
	2.2.3.3 Facilitate communication of SOT Chair and SOT operations in the following areas: a) Attendance to SOT and programme meetings by GOT staff and partners b) Communication of SOT Chairman c) SOT Chairman Internet connectivity d) Local Insurance and Maintenance of 2 DoE programme vehicles	GOT staffs including SOT Chair attend programme meetings; SOT Chair is reachable by phone and Internet and 2 DoE project vehicles insured and serviced	Receipt and documentation as proof that services provided.	
	2.2.3.4 Improve DoE data bank storage and management	Website designed and established by August 2003	Website established accessed	

Results	Activities	Indicator	Means of verification	Assumption
	2.2.3.5 Conduct 2 monitoring trips to project sites for reporting to parliament	a) First workshop conducted by May 2003 b) Second one by May 2004	Monitoring Reports	
2.2.4 Operationalisation of the MNR&T Strategic Plan	One workshop to raise the awareness of MNRT staff on the Strategic Plan	Workshop be conducted by March 2003	Workshop report	
IR: 2.4: Community Based Conservation Regimes Functioning in Target Areas				
2.4.1: Current CBC pilot areas attain WMA status (Wildlife Division)	2.4.1.1 Facilitate preparation of Monitoring Indicators and Monitoring Plans from pilot WMAs a) Consultants to collect and analyze baseline information from pilot WMAs b) Consultants to prepare monitoring indicators and Monitoring Plans c) Consultants to harmonize different Monitoring Plans into one single Plan	Baseline data showing trends and status in social, ecological and economic parameters Monitoring Indicators and Monitoring Plan for each WMAs and a Consolidated Monitoring Plan for all WMAs prepared Activities a-c to be complete by February 2003	Reports covering Baseline Conditions fro all WMAs and a Monitoring Indicators and Monitoring Plan for all WMAs and one consolidated document.	
	2.4.1.2 Facilitate preparations of WMA Guidelines	Document containing WMA Guidelines prepared by December 2002	WMA Guidelines are out and used in pilot WMAs	
	2.4.1.3 Facilitate translations of WMA Regulations and Guidelines into Kiswahili a) Consultants to translate guidelines and regulations into Kiswahili b) Debriefing Director WD and others stakeholders	Guidelines and Regulations translated into Kiswahili by February 2003	WMA Regulations and Guidelines translated and used in pilot WMAs	

Results	Activities	Indicator	Means of verification	Assumption
2.4.1: Current CBC pilot areas attain WMA status (Wildlife Division) (Cont.)	2.4.1.4 Facilitate a one day workshop for stakeholders from pilot WMAs: a) To enable villagers in pilot WMAs to exhibit products from CBC activities b) To sensitize communities on WMA Guidelines and Regulations c) Officiate launching of WMAs and distribute WMA Regulations and Guidelines	Workshop held for villagers from pilot WMAs Exhibition conducted Minister launches WMAs WMA Regulations and Guidelines distributed to villagers Activities a-c to be complete by January 2003	Workshop report, WMA Regulations and Guidelines distributed and used in pilot WMAs	
	2.4.1.5 Assist pilot WMAS fill information data sheets	Data sheets filled by June 2003	DGOs fill Data sheets for all pilot WMAs	
	2.4.1.6 Sensitize communities in pilot WMAs to form CBO (if not formed so far) and WMAs	Sensitization done by July 2003	CBOs/ WMAS formed and functioning after meeting all requirements	
	2.4.1.7 Facilitate preparation of CBO constitutions for 15 pilot WMAs	Constitutions for CBOs prepared, translated and distributed by August 2003	Constitutions developed and used in pilot WMAs	
	2.4.1.8 Facilitate consultants to sensitize communities in pilot WMAs to establish AAs	Sensitization conducted by September 2003 and AA formed by February 2004	AA formed in each WMA	
	2.4.1.9 Facilitate consultants to surveys, demarcate and prepare land use plans for 15 pilot WMAs	Report on land surveys, demarcations and land use plans prepared by September 2003	Land use plans ready for use in pilot WMA	
	2.4.1.10 Facilitate consultants to carry out needs assessment for AA's training and preparation of Syllabus for training	Needs assessment report and training Syllabus prepared by October 2003	Needs assessment report and syllabus	
	2.4.1.11 Facilitate training of AA staff from 15 pilot WMAs	Training conducted and report prepared by March 2004	Knowledge applied in WMAs	
	2.4.1.12 Facilitate consultants to prepare 15 GMPs from pilot WMAs	15 GMPs prepared by April 2004	GMPs prepared and used	

Results	Activities	Indicator	Means of verification	Assumption
2.4.2. Awareness of WMAs outside pilot areas rose (Wildlife Division)	2.4.2.1. Facilitate meetings with District and Villagers in areas outside pilot WMA to raise awareness on CBC and WMAs (especially but not limited to Coastal Districts)	Sensitization meetings held by April 2004	Technical reports	
	2.4.2.2. Facilitate inventories of resources in potential CBC areas	Resource assessment carried out and report prepared by June 2004	Technical reports	
	2.4.2.3. Facilitate meetings WD/Villagers/Districts to consider formation of CBO	Meetings WD/Districts/Villagers held and reports prepared by July 2004		
	2.4.2.4. Facilitate consultants to prepare Land Use Plans for at least 4 new CBC areas	Land Use Plans prepared by July 2004		
	2.4.2.5. Facilitate establishment of SME and CBV	SME and CBV activities established by July 2004		
2.4.3: Functioning AAs in place (Wildlife Division)	2.4.3.1. Facilitate 3 meetings of the AAs from the pilot WMAs (approximately 60 participants). One such meetings 6months after formation of AA s and the rest one annually. The meetings will be for a) Sensitization of all AAs on matters of common interest and formation of AA Association b) AA Association meetings c) Launching Quarterly Inter- AA newsletter	Minutes of the AA meetings Activities a-c to be completed by July 2004 AAs Newsletter formed and functioning		
	2.4.3.2. Facilitate journalist in collaboration with GreenCom to ensure coverage of WMAs and AA activities in media	Coverage of WMAs and AA activities in media enhanced and implemented by August 2003		
	2.4.3.3. Facilitate consultants to provide training to AAs on aspects of off-take, management and marketing	Training to AAs from pilot WMAs conducted by January 2004	Training reports and application of knowledge	
	2.4.3.3. Undertake 1 natural resources inventories in WMAs before stocktaking	WMAs' Natural Resource Inventories undertaken	Technical reports	

Results	Activities	Indicator	Means of verification	Assumption
2.4.4. Monitoring of WMAs in pilot areas enhanced and lessons learned widely disseminated (Wildlife Division)	2.4.4.1. Facilitate availability of facilities to WD for monitoring and storing monitoring data from the pilot WMAs. These include: a) 2 desktop computers b) 2 lap top computers c) 2 printers d) 1 photocopies e) 10 GPS f) 15 motorcycles g) 20 Maps – standards sheets (1: 50,000)	Facilities to be obtained by August 2003		
	2.4.4.2. Facilitate WD and DGOs undertake 1 monitoring trips per annum to the pilot WMAs	Monitoring reports prepared and distributed to all stakeholders and data stored at the WD database continuously until July 2005	Monitoring reports	
	2.4.4.3. Facilitate stocktaking of pilot WMAs in third year from inception in collaboration with all stakeholders	Stocktaking exercise carried out and report prepared by July 2005		
2.4.5. Enhanced information coverage about community conservation issues and policies (Department of Environment)	2.4.5.1. Facilitate consultant to updating of National Environmental Action Plan taking into account various conventions and a) Translation into Kiswahili b) Production of 300 copies of Kiswahili version for wider distribution	NEP is updated and translated into Kiswahili by June 2003 300 copies of the Kiswahili version of the NEP prepared and produced by August 2003 Distribution continues to July 2004	Copies of the updated NEP and Kiswahili of the same widely distributed in order to raise awareness of environmental issues	

**WWF Capacity Building for Environmental and Wildlife Policy Implementation Project in Tanzania
(‘Policy Implementation Project’)**

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Activities	FY 02			FY 03				FY 04	Responsible
	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	
2.4.1.4 Facilitate a one day workshop for stakeholders from pilot WMAs: a) Villagers from pilot WMAs exhibit products from CBC activities b) To sensitize communities on WMA Guidelines and Regulations c) Minister MNR&T to officially launch WMAs and distribute WMA Regulations and Guidelines									WD/WWF
2.4.1.5 Assist DGOs from pilot WMAs fill information data sheets									
2.4.1.6 Facilitate sensitization of communities in pilot WMAs to form CBOs (if not formed)									WD/WWF
2.4.1.7 Facilitate preparation of CBO constitutions for 15 pilot WMAs									WD/WWF
2.4.1.8 Facilitate consultants to sensitize communities in pilot WMAs to form AAs									WD/WWF
2.4.1.9 Facilitate consultants to survey, demarcate and prepare land use land for 15 pilot WMAs									WD/WWF
2.4.1.10 Facilitate consultants to carry out needs assessment for AAs training and preparation of Syllabus for training									WD/WWF
2.4.1.11 Facilitate training of AA staff from 15 pilot WMAs									WD/WWF
2.4.1.13 Facilitate consultants to prepare 15 GMPs from pilot WMAs									WD/WWF
2.4.2 Awareness of WMAs outside pilot area Raised									
2.4.2.1 Facilitate meetings with District and Villagers in areas outside pilot WMAs to raise awareness ob CBC and WMAs (especially but not limited to Coastal Districts)									WD/WWF/ TCMP/GreenCom

[illegible]

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